

TRANSPORTATION SECURITY ADMINISTRATION
HUMAN RESOURCE MANAGEMENT POLICY MANUAL

HRM LETTER NO. 531 - 2

DATE: February 21, 2003

SUBJECT: Interim Policy on Setting Pay for Promotions, Reassignments, and In Position-Increases

1. SETTING PAY FOR PROMOTION

a. Policy.

A promotion is defined as a move from one pay band to a higher pay band. Promotions must be made in accordance with:

HRM Letter No. 300-3, Revised Interim Policy on General Restrictions on Employee Movement After First Appointment to a Transportation Security Administration Position, issued October 9, 2002; and

HRM Letter No. 300-4, Interim Policy on Permanent Internal Assignments, issued December 2, 2002.

Increases to basic pay for a promotion may range up to 15%, or to the minimum rate for the new band, regardless of the percentage. Increases should average between 8% and 10% for the organization during each fiscal year. The management official recommending the promotion must coordinate with his/her servicing Human Resources Management (HRM) Specialist in determining the amount of a promotion increase.

b. Criteria

The amount of the promotion increase, if any, is based on an application of the criteria outlined below.

- (1) The employee's past performance versus job expectations and in comparison to the new peer group.
- (2) Employee's current pay (basic pay excluding locality pay) relative to the new pay band and in comparison to pay for other employees in the new peer group who perform the same or highly similar work.
- (3) The importance of the job's skills and responsibilities to the organization's objectives.

- (4) Employee's skill level relative to that desired for the new position and in comparison to the skills of other employees performing the same or highly similar work.
- (5) The degree of change in job complexity, duties, responsibilities (including management responsibilities), and potential impact on the achievement of objectives.

c. Approval Authority.

To the extent delegated within their own organizations, selecting officials have the authority to determine whether permanent internal assignments will be filled competitively or non-competitively in accordance with this policy. They may also determine the method of identifying or soliciting candidates, including the area of consideration and, if competitive procedures are used, whether candidates should be ranked numerically, grouped into well qualified and qualified categories, or both. Latitude has been allowed individual organizations to supplement the guidance in this document to ensure that the program affords appointing authorities flexibility to manage their own promotion programs.

2. REASSIGNMENT INCREASE

a. Policy.

An employee may receive a reassignment increase when he/she is permanently assigned to a *new* position within the same Pay Band as his/her current position. No employee may receive a reassignment increase until he or she has been on TSA rolls for at least 90 days.

Reassignment increases may range from 1% to 7% of basic pay and should average 4% to 5% for the organization during each fiscal year. No more than 20% of an organization's employees who are reassigned may receive reassignment increases in any fiscal year. Granting a reassignment increase is at the sole discretion of appropriate management officials; however, reassignment increases should be relatively unusual because of the criteria that must be met to justify them.

b. Criteria.

A detailed written justification for the reassignment increase must be completed and approved by the appropriate Assistant Administrator / Office Director or designee prior to the action being effective.

Eligibility for a reassignment increase and the amount of the increase are based on an assessment of the reassignment as outlined below.

- (1) The reassignment must be to a position perceived to be of higher complexity than the previously held position. The reassignment increase is designed to recognize increased responsibility or accountability; or
- (2) The reassignment must be to a position of greater value to the TSA than the previously held position and be considered mission critical. One example is positions involving managerial or project management responsibility; and
- (3) The new position must be considered hard-to-fill based on unsuccessful recruitment efforts, the perceived undesirability of the position, or other factors that indicate difficulty in filling the position with a well-qualified candidate; and
- (4) The employee must be well qualified for the position, and possess and immediately apply critical skills uniquely suited to the position.

Reassignment increases may not be granted to incumbents of reconstituted or reclassified positions. In addition, reassignment increases for reassignments to positions of equal value are inappropriate.

3. IN-POSITION INCREASE

a. Policy.

In-position increases acknowledge special circumstances such as an employee's significant professional growth or increased complexity of an employee's current job.

In-position increases may range from 1% to 7% of basic pay, and should average 4% to 5% for the organization as a whole during each fiscal year for all in-position increases granted. No more than 2% of employees within an organization may receive in-position increases in any fiscal year. An employee may not receive an in-position increase until he or she has been on TSA rolls for at least 90 days, and may receive no more than one in-position increase over a two-year period.

b. Criteria.

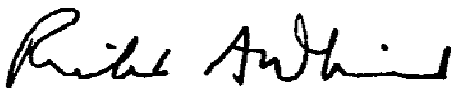
A detailed written justification for the in-position increase must be completed and approved by the appropriate Assistant Administrator/Office Director or designee prior to the action being effective. Eligibility for an in-

position increase and the amount of the increase are based on some or all of the criteria outlined below.

- (1) An employee's position has become substantially more difficult through assignment of complex, highly visible projects or other work.
- (2) The technical complexity of an employee's position has increased substantially by requirements to address technological advances, new theories and practices in the employee's area of expertise, or substantial challenges in the social or political environment.
- (3) There is evidence of significant professional attainments that enable the employee to perform his or her current job more effectively.
- (4) An employee's performance substantially exceeds the expectations of his or her current position.
- (5) If the employee's position is managerial, the organization that he or she directs has assumed missions that are more complex, risky, or visible and/or the organization directed has grown substantially in size or complexity.
- (6) In-position increases may also be granted to achieve parity with highly specialized labor markets.

4. APPROVAL AUTHORITY FOR REASSIGNMENT AND IN-POSITION INCREASES

Assistant Administrators/Office Directors or their designees, must give prior written approval of all reassignment and in-position increases before a commitment may be made to the employee or the action processed.



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Filing Instructions: File with HRM 531 Letters and Guidance

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